



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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**TERRI L. McDONALD**  
Chief Probation Officer

April 5, 2018

To: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Terri L. McDonald  
Chief Probation Officer *Terri L. McDonald*

Subject: **ENSURING EFFECTIVE UTILIZATION OF JUVENILE JUSTICE CRIME PREVENTION ACT FUNDS (ITEM NO. 68-B, AGENDA OF APRIL 18, 2017) THIRD QUARTERLY REPORT**

## BACKGROUND

On April 18, 2017, on motion of Supervisor Mark Ridley-Thomas, the Board directed the Chief Probation Officer to report back to the Board quarterly, in writing, regarding the implementation of expenditures related to Juvenile Justice Crime Prevention Act (JJCPA) funds. This is our third quarterly report covering October through December 2017.

The Probation Department continues to analyze and problem solve challenges which have contributed to the accumulation of unspent JJCPA revenues. The Department is committed to continuous monitoring and evaluation of JJCPA expenditures along with program and service efficacy, to ensure requisite adjustments are being implemented to ensure the effective utilization of JJCPA funds in accordance with the legislation.

## OVERVIEW

As reflected in Attachments I and II, the Probation Department remains committed to addressing the utilization of JJCPA funds in a strategic and innovative way. For example, the authority to utilize a Public Private Partnership (P3) strategy to re-grant funds and build capacity, will allow for the Department to implement critical community-based services in a timely manner and mitigate the accumulation of unspent funds. The proposed P3 will

strengthen the non-profit community infrastructure to provide culturally competent services in areas that are currently underserved.

In addition, Probation is continuing to partner and expand its community outreach and has requested the Juvenile Justice Coordinating Council (JJCC) to establish a Comprehensive Multiagency Juvenile Justice Plan (CMJJP) Task Force. This was approved at the JJCC's most recent meeting held on March 28, 2018. The CMJJP Task Force will be instrumental in developing future CMJJP programs, services and funding initiatives (Office of Youth Diversion and Development) based on a strong collaboration of community and County agencies who have the expertise to develop programs needed to address juvenile crime and delinquency.

### **JJCPA FUNDS AND INITIATIVES**

Attachment II provides a JJCPA funds and expenditures summary. We estimate that \$34.6 million will be spent in FY 2017-18, which is a \$3.5 million (9.2%) reduction from the previous quarter (July 2017 – September 2017). This reduction is primarily attributed to the underutilization of one-time funded programs. However, these amounts remain committed for services and any savings will be carried over for use in subsequent fiscal years.

As reported in our last quarterly report, the estimated ending balance of \$32.2 million was committed to maintain one-time funded programs (\$17.0 million); Youth Diversion Program (\$12.0 million over four years); and \$3.2 million to fund Public Private Partnerships. Based on our revised estimated expenditures, we currently have an estimated \$1.1 million in unallocated funds, which we are recommending to be reserved to assist in maintaining funding the ongoing base programs at \$31 million. Beyond this, the Department will recommend to the JJCC that they consider any unallocated funds when revising the CMJJP, taking into account recommendations by the CMJJP Task Force. Revisions to the existing CMJJP are scheduled for completion in August 2018. The CMJJP will be presented to the JJCC in September 2018, and will include the actual growth funding amount that can be dedicated towards the new CMJJP.

**Breakdown of Funding Distribution – Public Agencies in Comparison with Community-Based Organizations** – Since our last quarterly report, there have been no changes to the JJCPA funding distribution between public agencies and CBOs, in either the base allocation or one-time funds<sup>1</sup>. Therefore, currently, 43% of the "total" JJCPA funds are allocated to public agencies, while 56% of the funds are allocated to CBOs, and 1% is allocated to youth services and supplies<sup>2</sup>. Although we cannot yet report on the percentage allocations to community-based organizations for JJCPA monies earmarked for youth diversion and public-private partnerships, we anticipate most of the funding will pass through to community-based organizations to provide services to youth and their families. We will update our charts to reflect these amounts when the information is known.

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<sup>1</sup> Refer to Attachment II

<sup>2</sup> Educational supplies, field trips, and stipends

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**Use of Public Private Partnerships** – The Probation Department has earmarked \$3.2 million as approved by the JJCC at their March 28, 2018 meeting, to fund Public-Private Partnerships for one-time funded program allocations to agencies for service delivery to youth and their families. The PPP strategy will allow the Department to streamline the contracting process and build capacity in the communities where resources are scarce.

**Develop Collaborative CMJJP Task Force** – As previously referenced, on March 28, 2018, the JJCC voted to establish a JJCC ad-hoc committee tasked with creating a revised CMJJP utilizing the RDA gap analysis and recommendations report, and updated trend data. The revised CMJJP will be completed and submitted to the JJCC for review and approval by September 2018. The CMJJP Task Force will also be responsible for developing a process and timeline for completing the annual CMJJP.

**Timely Monitoring of Referrals and Capacity of Contracted Agencies** – As indicated in Attachment I, the Department continues to monitor service utilization against expenditures to ensure the maximization of timely and quality services. Expenditures have increased by 14% in comparison to the previous quarter. The tables illustrate that the service utilization is not aligned with expenditure utilization, which is likely attributed to lack of youth and family engagement and participation. The Department continues to meet with the community-based organizations to provide technical assistance, and review internal referral and support practices.

## **CONCLUSION**

We are confident that Probation will continue to advance efforts to provide critical resources to our youth and families. The Probation Department remains committed to your Board, our clients and communities to continually monitor and evaluate JJCPA programs and expenditures to provide efficacious services our youth. We will provide our next quarterly report to your Board by June 30, 2018, covering January 2018 through March 2018 activity.

Please contact me if you have any questions or require additional information, or your staff may contact Sheila Mitchell, Chief Deputy, Juvenile Services, at (562) 940-2511.

TLM:SEM:JK

Attachments (2)

c: Sachi A. Hamai, Chief Executive Officer  
Celia Zavala, Acting Executive Officer, Board of Supervisors  
Mary C. Wickham, County Counsel  
Sheila Williams, Senior Manager, Chief Executive Office  
Justice Deputies

**JUVENILE JUSTICE CRIME PREVENTION ACT FUNDS & EXPENDITURES  
THIRD QUARTERLY UPDATE  
October 2017 – December 2017**

As previously reported, the Probation Department has re-established the JJCPA Accountability Committee to identify deficiencies in the utilization of JJCPA resources. The following provides an update of the key actions taken since the last quarterly report.

**Continue Budgeting, Tracking and Monitoring JJCPA Expenditures by Program, Including Budget Variances** – As reflected below, our second quarterly report indicated that we estimated to spend \$38.1 million in JJCPA funds in FY 2017-18 on critical services based on executed contracts and the providers' ability to provide services. However, we have revised our estimates to align with forecasted expenditures and updated information regarding the execution of new contracts and implementation of new programs.

Budget Categories	Second Quarterly Report FY 2017-18 Estimate	Current Quarterly Report FY 2017-18 Estimate
Base Programs	\$28,572,947	\$27,460,148
Board Contracts	2,000,000	1,256,295
Early Intervention and Diversion Program	1,600,000	707,005
Expanded Programs	3,600,000	2,856,833
New Programs	2,300,000	2,300,000
<b>Total</b>	<b>\$38,072,947</b>	<b>\$34,580,281</b>

As reflected above, the revised estimates illustrate a 9% reduction in estimated expenditures for FY 2017-18, attributed to changes in the target populations (less probation youth), and an increased saturation of resources that compete for service referrals, such as School Diversion and Counseling programs, and non-JJCPA funded programs, such as the Youth at Work Employment Program.

We are committed to ongoing funding analyses and bi-annual adjustments to reflect realistic estimates to ensure we are reallocating critical funds in a timely manner. In addition, the JJCC and JJCC Community Advisory Committee (JJCC-CAC) whose mission is to develop a Comprehensive Multi-agency Juvenile Justice Plan (CMJJP) will be provided quarterly updates so mid-year budget adjustments can be made to the existing base funded programs and develop strategies for new programs and system enhancements.

**Implementation of a Spending Plan for Underspent Funds** – The following actions continue to support efforts to address the underspent funds:

- **Analysis of Service Utilization** – The JJCPA Accountability Committee will review the existing contracted programs to determine whether the services continue to be applicable to the target population.
- **Annual Review of Service Providers** – The Department will realign the monitoring of contractors to include performance with contract requirements in order to determine service providers who are unable to engage youth and families in services as required in the contract.
- **Master Services Agreement Process Implementation for New Programs** – Since our last quarterly report, the Department has released three Work Order Solicitations for community-based organizations (CBOs) to provide services to youth and families. Proposals submitted by qualified CBOs on the Master Services Agreement are currently in the evaluation phase with expected execution dates within April 2018.
- **Increased Funding to Other County Departments & Governmental Agencies** – As reflected in our last quarterly report, Probation has increased funding to other County Departments and governmental agencies for their utilization and/or allocation to their CBOs, as follows:
  - **Arts Commission** – CBOs for afterschool enrichment services  
(*Arts for Incarcerated Youth Network, Bold Ink, Armory, The Unusual Suspects, Jail Guitar Doors, Street Poets, ArtWorx, Rhythm Art Alliance, InsideOut Writers, The Actors Gang*)
  - **City of Los Angeles** – CBOs for afterschool enrichment services  
(*Brotherhood Crusade*)
  - **Los Angeles County Office of Education** – CBOs for afterschool enrichment services  
(*New Earth for Re-entry Services, Boys Republic for Day Treatment at the El Monte Juvenile Day Reporting Center, and Studentnest for Tutoring*)
  - **Department of Mental Health** – CBOs for Multi-Systemic Therapy  
(*Pathways, San Fernando Valley, Child and Family Guidance, San Fernando Valley, Shields for Families*)

- **Public Defender's Office** – Psychiatric social workers to support Public Defender's Office work with youth and families
- **Workforce Development, Aging & Community Services** – CBOs for paid work experience/employment opportunities (*Archdiocese Youth Employment, City of Glendale/Verdugo Workforce Investment Board, City of Long Beach/Pacific Gateway Workforce Investment Network, City of Los Angeles/Economic Workforce Development Department, Community Career Development, Goodwill Industries of Southern California, Foothill Workforce Investment Board, Hub Cities Consortium Pomona, Hub Cities Consortium District 2, Jewish Vocational Center Westside American Job Centers, Southbay Workforce Investment Board, Southeast Area Social Service Funding Authority/Rio Hondo American Job Center, Southeast Los Angeles County of Los Angeles Workforce Investment Board.*)
- **County Library** – For afterschool academic enrichment services such as tutoring, and job stipends, along with access to computers and services provided by the Library.
- **City of Los Angeles Economic Workforce Development Department** – To provide Trauma Informed Youth Leadership Training at the Juvenile Day Reporting Center in the First and Second Supervisorial Districts.
- **Department of Parks and Recreation** - Parks After Dark as requested by the Board to offer extended park hours and special activities in the summer which aims to provide families with safe, fun experience in their communities.
- **\$12 Million for Youth Diversion Services** – On January 18, 2018, the JJCC approved a minimum JJCPA allocation of \$3 million per year for four years, for youth diversion services, for a minimum total of \$12 million. This amount can increase depending on additional growth funds contingent on annual increases in the collection of sales taxes and vehicle licensing fees, or underutilization of other earmarked funds.
- **\$3.2 Million and Release of Public-Private Partnerships Request for Information** – On March 28, 2018, the JJCC approved \$3.2 million to fund Public-Private Partnerships (PPP) for one-time-funded program allocations to agencies for service delivery to youth and their families. The PPP strategy will allow the Department to streamline the contracting process and build capacity in the communities where resources are scarce. Attached are the deliverables to be

provided through the two PPPs that will be contracted to provide capacity building, and re-granting services utilizing unspent and one-time growth JJCPA funds.

- **Comprehensive JJCPA Program Evaluation** – Resource Development Associates (RDA) is in the final phase of its JJCPA evaluation and will provide a final report with a gap analysis and recommendations by April 30, 2018.
- **Create a collaborative CMJJP Task Force** – The Department submitted a motion to the JJCC on March 28, 2018, recommending a JJCC ad-hoc committee be established and tasked with creating a revised CMJJP utilizing updated trend data and RDA's impending gap analysis and recommendations. The revised CMJJP will be completed and submitted to the JJCC for review and approval by August 2018. The CMJJP Task Force will also be tasked with developing a process and timeline for completing the annual CMJJP.

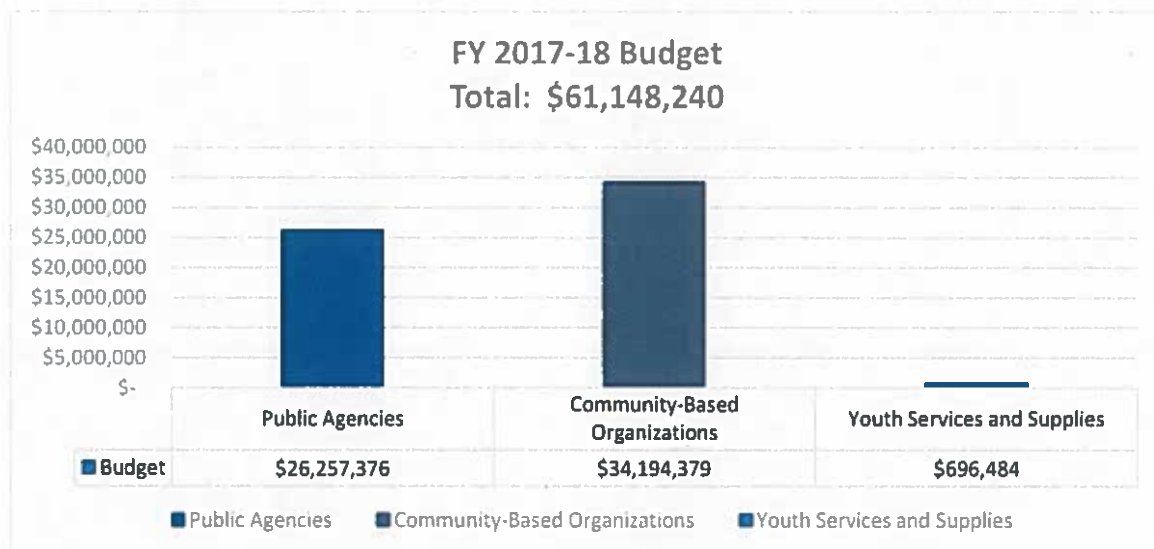
**Revised CMJJP** –. Over the next year, the CMJJP will be further revised to reflect the recommendations made in RDA's JJCPA evaluation findings and recommendations in conjunction with community input and updated trend data regarding service needs throughout the County. On March 28, 2018, the JJCC created a CMJJP Task Force whose purpose will be to develop a formalized ongoing planning process to redesign the CMJJP, and develop a revised spending plan for the CMJJP. The revised plan will be submitted to the JJCC by October 2018, for implementation mid fiscal year Updated Expenditure and Referral Information for FY 17/18 (July-December 2017)

Chart 1 on the following page illustrates the total budget and the funding and percentages allocated between County Departments, Community-Based Organizations, and Youth Services and Supplies. This budget includes one-time committed funding, which covers multiple fiscal years<sup>1</sup>.

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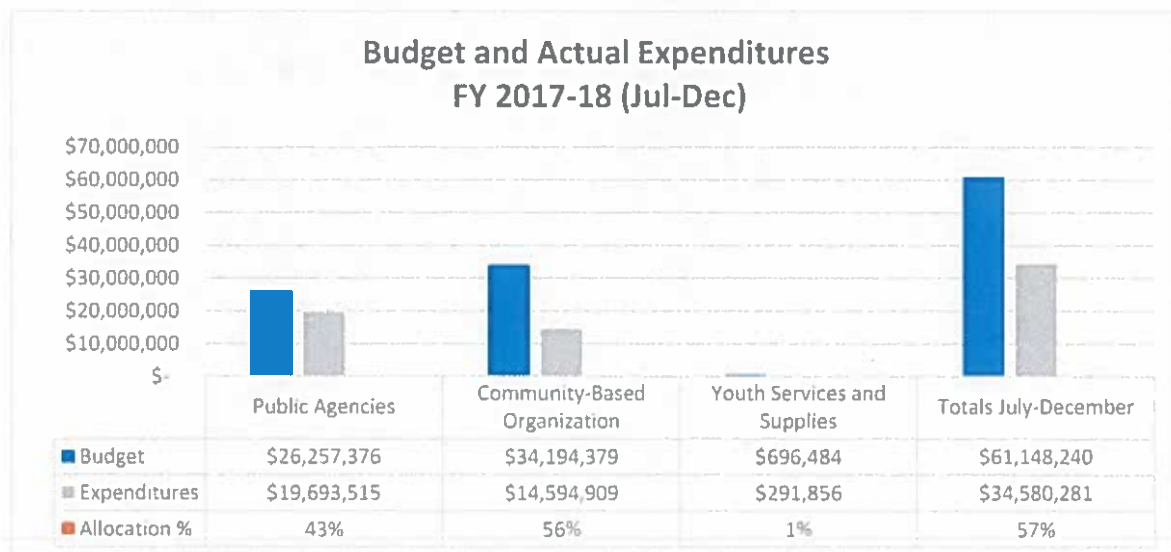
<sup>1</sup> The one-time growth funds \$21.3 million voted by JJCC on April 6, 2016, cover FYs 2016-17, 2017-18, 2018-19. Therefore, the unspent funds may appear high; however, are carried over as encumbrances for committed contracts over multiple fiscal years.

Chart 1



As reflected below, Chart 2 demonstrates the estimated expenditures by group in comparison to the budgeted allocations. It should be noted that the budget for one-time funding of \$29.8 million is allocated over multiple years so expenditures will be realized in the year incurred.

Chart 2



**Monitoring of JJCPA Funds, Referrals and Probation Contracted Services Capacities** – Chart 3 on the following page illustrates the change in referrals between the first and second quarters of the current Fiscal Year. While referrals to Home-Based



Female and Education Pathways decreased for the current quarter, while the overall number of referrals increased by 14%.

Chart 3

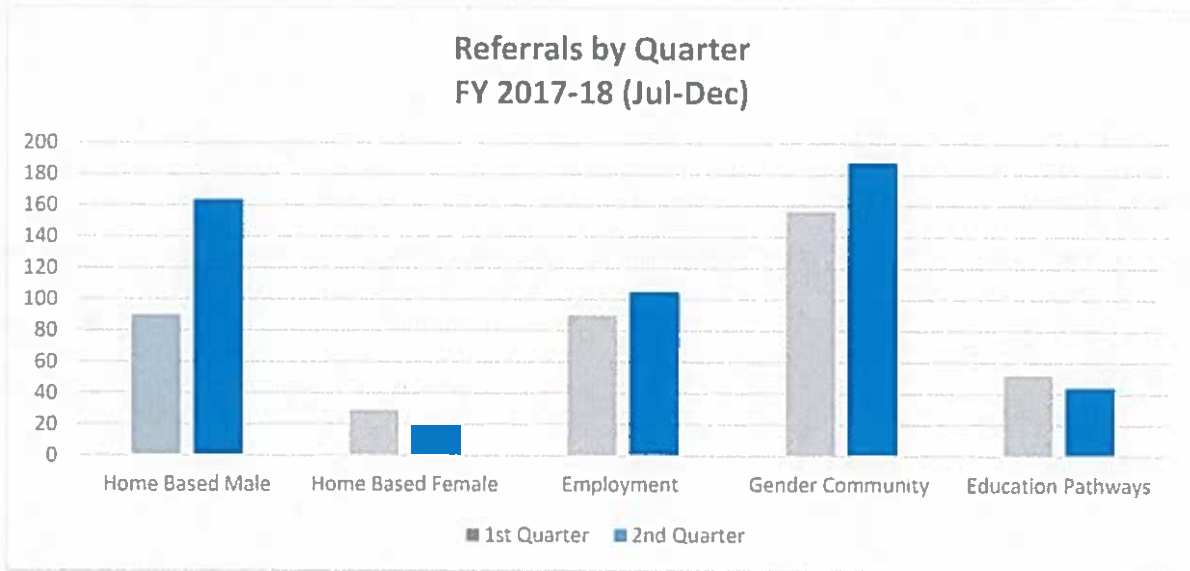
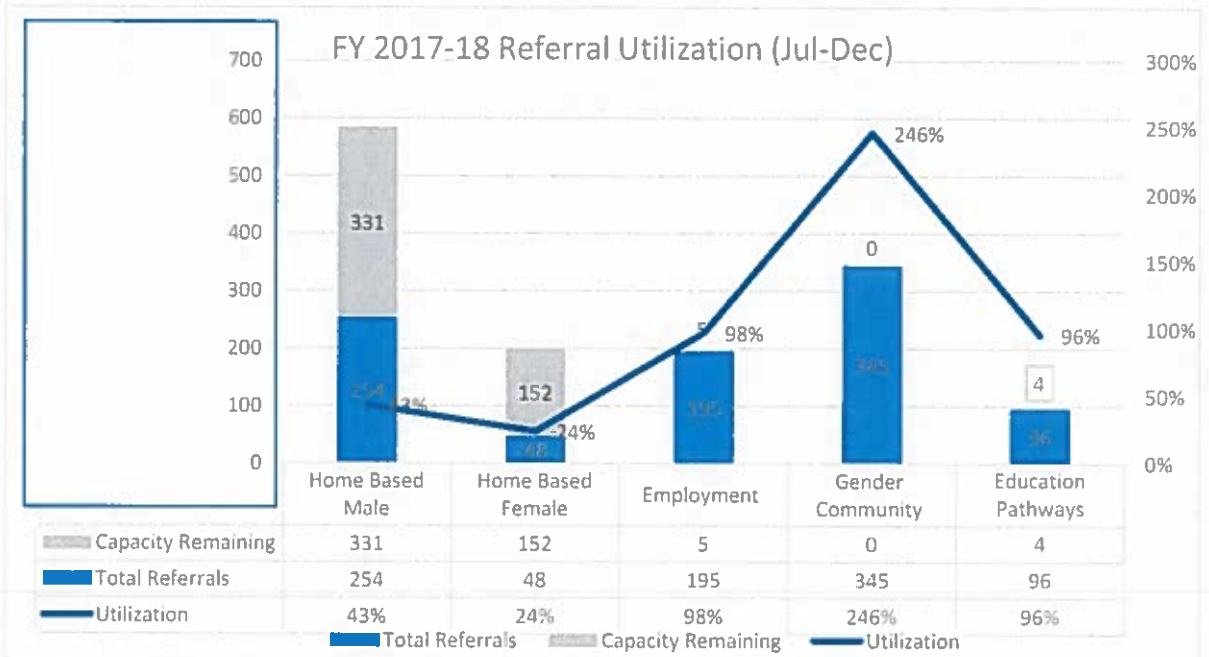


Chart 4

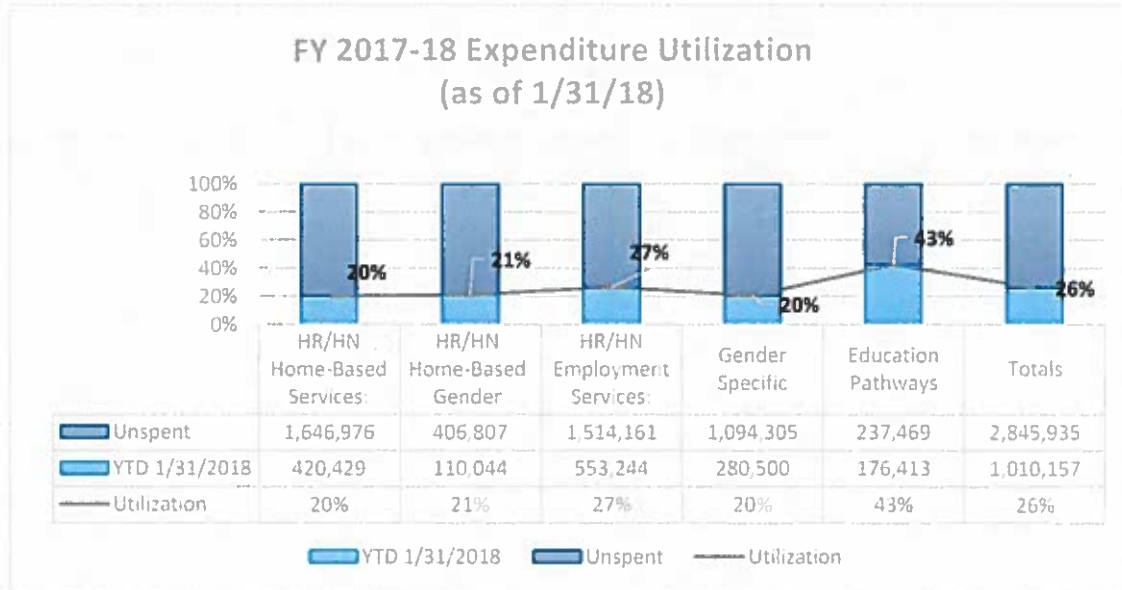


As illustrated in Chart 4 above, while referrals to Employment, Gender Community and Education Pathways have been maximized in most contracted areas, expenditures have

not. Most of this is attributed to youth and their families' reluctance to participate and/or complete services.

The FY 2017-18 expenditure utilization as of January 31, 2018, is provided in Chart 5 below and is further detailed in the following sections.

Chart 5



### Service Updates

Many of the Department's contracted services are set to expire within the next 12 months as documented below. The Department will be working with the JJCC and CMJJP Task Force to utilize the RDA evaluation to discern whether the current contracted services are efficacious. Based on this information and further analysis of trend data, the JJCC will inform the Department, of program, services, and needs in the community.

The CMJJP Task Force will revise the existing plan to ensure that the County is implementing programs, strategies, and system enhancements demonstrated to be effective in reducing delinquency and addressing juvenile crime, to meet the requirements of Assembly Bill 1998. In addition, the Department will use the CMJJP to develop contracted services based on research in accordance with your Board's Directive issued on September 26, 2006, which mandated the Department to evaluate and develop future Requests for Proposals that "are consistent with evidenced-based practices and that they state clear expectations for community-based organizations and others contracting with the Probation Department."

**High-Risk/High-Need (HR/HN) Employment** – The HR/HN Employment contracts are set to expire on June 30, 2019. The Department is currently reviewing the existing Statement of Works to see if they align with employment best practices, in consultation with the Workforce Development and Aging Community Services (WDACS). The majority of existing contracted providers are unable to maximize funding due to the inability to engage youth without the ability to provide incentives and place youth without subsidized employment.

**Actions Taken** – *Determine whether Probation is an appropriate administrator of workforce development and job placement programs* – As recent JJCPA funding has been committed to provide employment services utilizing WDACS contracted providers, given their expertise and capabilities, the Department is considering whether WDACS is a more appropriate administrator for workforce development programs for probation youth.

**High Risk/High Need (HR/HN) Home-Based (Male)/Gender Home-Based (Female)** – The HR/HN Home-Based and Gender Home-Based is part of the RDA's impending Program Outcome Evaluation. These programs focus on high risk probation youth by providing services in the home. Over the past several years, the female probation population has continued to decline, and several new programs and services are now available to serve probation youth. The existing program was developed utilizing the Social Learning Model (SLM) curriculum taught to existing providers whose contracts will terminate on June 30, 2019. RDAs Program Outcome Evaluation report will provide an analysis of the Home-Based Program's efficacy. This information will be utilized to determine whether the SLM is an evidenced-based model for working with the intended population.

**Actions Taken** – *Determine whether HR/HN Home-Based Services is efficacious* – The Department will continue to refer appropriate youth to contracted providers for the duration of the contract period. JJCPA Accountability staff will monitor referrals as reported by the Prospective Authorization and Utilization Review (PAUR). In addition, JJCPA Directors will continue to facilitate monthly meetings with the CBOs and invite regional Field Directors' to facilitate collaboration and increase the span of services in the region.

**Gender-Specific Program in the Community** – On January 19, 2018, the Department advised your Board of the discontinuation of Welfare and Institutions Code (WIC) 236 supervision for non-probation youth. The Gender-Specific Program in the community is designed to work with at-risk youth in a group setting. With the discontinuation of the WIC 236 supervision program, the Department will no longer be responsible for referring at-risk youth to contracted service providers, which will decrease the Gender-Specific Program in the community contractors' ability to expend contracted funds.

**Actions Taken – Working with School Districts and Providers to Comply with Campus Requirements for Providing Services** – The Department has been meeting with the Office of Youth Diversion and Development now tasked with developing and implementing a countywide response for youth diversion and development. The Department has provided OYDD with copies of the contracted services for at-risk youth. The JJCC has approved a minimum of \$3.0 million annually to OYDD to develop a central office and infrastructure to serve at-risk youth in the community.

**Education Pathways and Vocational Opportunity Services** – Educational Pathways provide vocational opportunity for credit deficient probation youth transitioning from Camp Community Placement or at risk for removal from the community between the ages of 16-18 not within the range of graduation prior to their 18<sup>th</sup> birth date. These educational and vocational services are intended to increase the number of participants receiving their General Equivalency Diploma (GED) and High School Equivalency Test (HSET).

**Actions Taken** – The Department will continue to refer appropriate youth the contracted providers for the duration of the contract period. JJCPA Accountability staff will monitor referrals as reported by the Prospective Authorization and Utilization Review (PAUR), and retrain staff on identifying viable referrals and ensuring staff follow-up with youth and families to assist the providers with engaging in services. We will also continue to facilitate monthly meetings with the CBOs and engage Probation staff to increase the number of participants receiving their GED and HSET services.

### **Conclusion**

The efforts cited above will continue to assist the Probation Department in delivering critically needed services to youth and monitoring and tracking the utilization of JJCPA funds to mitigate the accumulation of unspent funds.

**JUVENILE JUSTICE CRIME PREVENTION ACT (JJCPA)  
FUNDS & EXPENDITURES SUMMARY  
FY 2016-17 AND FY 2017-18 ESTIMATE**

	FY 2015-16	FY 2016-17	FY 2017-18 Claims (July-Dec.)	FY 2017-18 Estimate (1)
Beginning Balance				\$31,461,344
Sources:				
State Allocations	\$21,022,739	\$25,843,809		\$27,751,534
Growth	28,041,668	28,112,661		11,013,323 (4)
	4,100,563	8,222,876		\$38,764,857
Sub-Total Sources	<u>\$32,142,231</u>	<u>\$36,335,537</u>		
<b>TOTAL FUNDS</b>	<b>\$53,164,970 (a)</b>	<b>\$62,179,346 (a)</b>		<b>\$70,226,201 (a)</b>
Less: Expenditures (Base Program and One-Time Programs):				
JJCC-Approved Base Programs (2)	\$28,767,611	\$27,962,682	\$13,297,320	\$27,460,148
JJCC-Approved One-Time Funded Programs (3)				
Board-Approved Programs (remaining of \$5M allocation)	156,459	\$1,742,793	\$675,200	\$1,256,295
Early Intervention and Diversion Program	397,091	448,390	231,686	707,005
Expanded Programs	-	564,137	508,461	2,856,833
New Programs	-	-	202032	2,300,000
Total One-Time Funded Programs	<u>\$553,550 (3)</u>	<u>\$2,755,320 (3)</u>	<u>\$1,617,379</u>	<u>\$7,120,133 (3)</u>
<b>TOTAL EXPENDITURES</b>	<b>\$27,321,161 (b)</b>	<b>\$30,718,002 (b)</b>	<b>\$14,914,899</b>	<b>\$34,580,281 (b)</b>
<b>ENDING BALANCE (c = a - b)</b>	<b>\$25,843,809 (c)</b>	<b>\$31,461,344 (c)</b>		<b>\$35,645,920 (c) (5)</b>
Less: Ending Balance Adjustments:				
-- Maintain one-time funded programs (Board-approved, Early Intervention and Diversion, Expanded and New Programs)				\$19,294,630 (3) (5)
-- Youth Diversion Program (JJCC approved \$3M for 4 years; total of \$12M, contingent on available funds.)				12,000,000 (5)
-- Public-Private Partnerships (Discussed with JJCC and obtained their support)				3,238,491 (5)
			Estimated Unallocated Funds	<u>\$1,112,798 (6)</u>

(1) Reflects year-end estimated expenditures based on prior-year trends and anticipated implementation of Master Services Agreements in FY 2017-18.

(2) Reflects ongoing annual program expenditures for Probation Services, County Agencies, CBOs and City Agencies that provide Housing-Based, School-Based, High-Risk/High-Needs and other youth crime prevention programs approved by the JJCC. The total JJCC-approved FY 2017-18 funding for base programs is up to \$31.1 million, of which \$27.4 million are estimated to be spent.

(3) Reflects additional crime prevention programs approved by JJCC utilizing one-time growth and accumulated unspent funds. The total JJCC-approved funding for one-time programs is \$29.780 million. Approximately \$3.3 has been spent in FYs 2015-16 and 2016-17. In FY 2017-18, \$7.1 million are estimated to be spent, leaving \$19.3 million for these one-time programs.

(4) Reflects growth funds received in September 2017, which is being utilized to fund most youth diversion services.

(5) Reflects an estimated \$35.6 million ending balance, of which \$19.3 million remains allocated for one-time programs; \$12 million is earmarked for youth diversion services as approved by JJCC; \$3.2 million is for Public-Private Partnerships to provide service delivery to youth and their families; and as indicated below, \$1.1 million is unallocated.

(6) Reflects an estimated \$1.1 million in unallocated funds by the end of FY 2017-18, recommended by the Department to be reserved as the State base funding allocation is \$28 million, while JJCC-approved base-funded programs total \$31.1 million.

## **PUBLIC-PRIVATE PARTNERSHIPS**

### **California Community Foundation**

- Capacity-building among frontline social service providers by acting as fiscal intermediary to garner public or private dollars and then direct these resources to community-based organizations (CBOs) through re-granting process.
- Broker and leverage outside public, business, and philanthropic funding, influence, and expertise; providing connections to decision makers and clout and political influence that can remove or reduce political, bureaucratic, regulatory obstacles that interfere with the design and implementation of coherent sets of interventions
- Providing ongoing technical support in the collection, analysis, communication and application of data
- Sharing information, lessons learned, best practices, and replicable models with their constituent organizations.
- Publicizing the work to draw attention from the media, potential donors, and public administrators, leading to new support or partnerships.
- Seek to align the capacities and resources of the community, the public sector, and the private sector, using the influence of the intermediary institution to counterbalance the inequities in power, information, expertise and money
- Selecting, developing and combining effective programs and their common practices that are likely to contribute to achieving stipulated results
- Evaluate and award funding to community-based organizations to provide criminal justice social services in the communities.
- Track, monitor and evaluate compliance and outcomes of contracted services.

### **Liberty Hill**

- Mobilizing resources by building administrative and organizational capacity among their constituents by assisting with management issues (of staff and volunteers), board development, accounting and financial recordkeeping, strategic planning, training in performance evaluation, and developing connections, and/or influence that no single community could be expected to have, or even to mobilize, on its own.
- Knowledge transfer - sharing information, lessons learned, best practices, and replicable models with their constituent organizations.
- Mobilizing of human resources – providing assistance with management issues (of staff and volunteers), board development, accounting and financial recordkeeping, strategic planning, and training in performance evaluation.

- Serve geographically defined communities to identify gaps in services and build capacity in the community to provide supportive services to the youth and families impacted or at-risk of entering the juvenile justice system.
- Support and protect the local sites as they build on what's already working in a community and introduce new practices and policies;
- Develop a common vision and plans for achieving the vision
- Be a source of the most current information about "what works," including especially the common core practice principles that characterize the interventions that change life trajectories for the children and families facing the greatest obstacles
- Communicate "back" to the providers and funders the "on the ground" experience that is essential information for wise guidance of the initiative.
- Develop strategic planning, results based accountability and development of a "results culture", goal and target setting, benchmarking, evaluation, governance, family and resident engagement, resident leadership development, community assessments, local decision-making, common standards of practice, self-assessment tools, public reporting, and other capacity-building training.